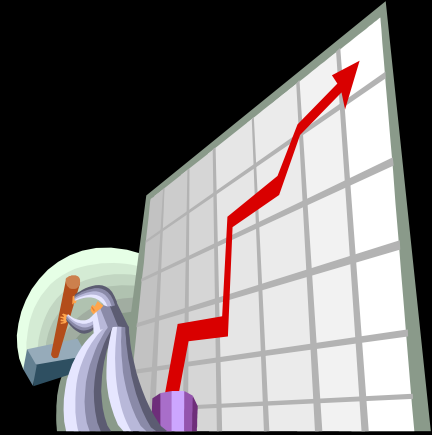
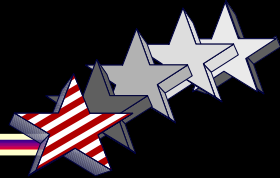




Safety Through Awareness and Recognition (STAR)



Prepared for:
Executive Safety Board
Jan 8th 2003



Presented by:

Paul Esposito, CIH, CSP
STAR Consultants, Inc.

580 Bellerive Dr, Suite 5-B
Annapolis, MD 21401

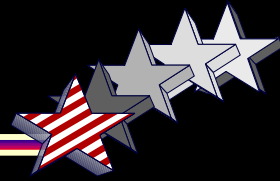
www.starconsultants.net

Objectives:

- ☆ Present a link between Marketing and Safety
- ☆ What do we want people aware of?
- ☆ Incentive or Recognition?
- ☆ Involvement vs. Ownership?

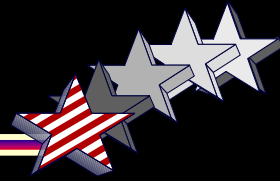


Awareness Myths



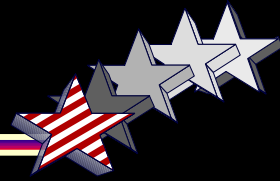
- ☆ Information exchange is education
- ☆ Education and training are the same thing
- ☆ People only learn from experts
- ☆ People can only learn the hard way
- ☆ Awareness changes behavior

Recognition Myths

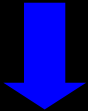


- ☆ Safety needs to be an incentive
- ☆ People understand contributions by measuring indicators
- ☆ Recognition from “the Boss” is more important than from Peers
- ☆ Workers and management are motivated by the same things
- ☆ Recognition needs to be private
- ☆ Recognition needs to be individual

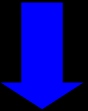
How to Influence Behavior



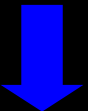
☆ **Culture**



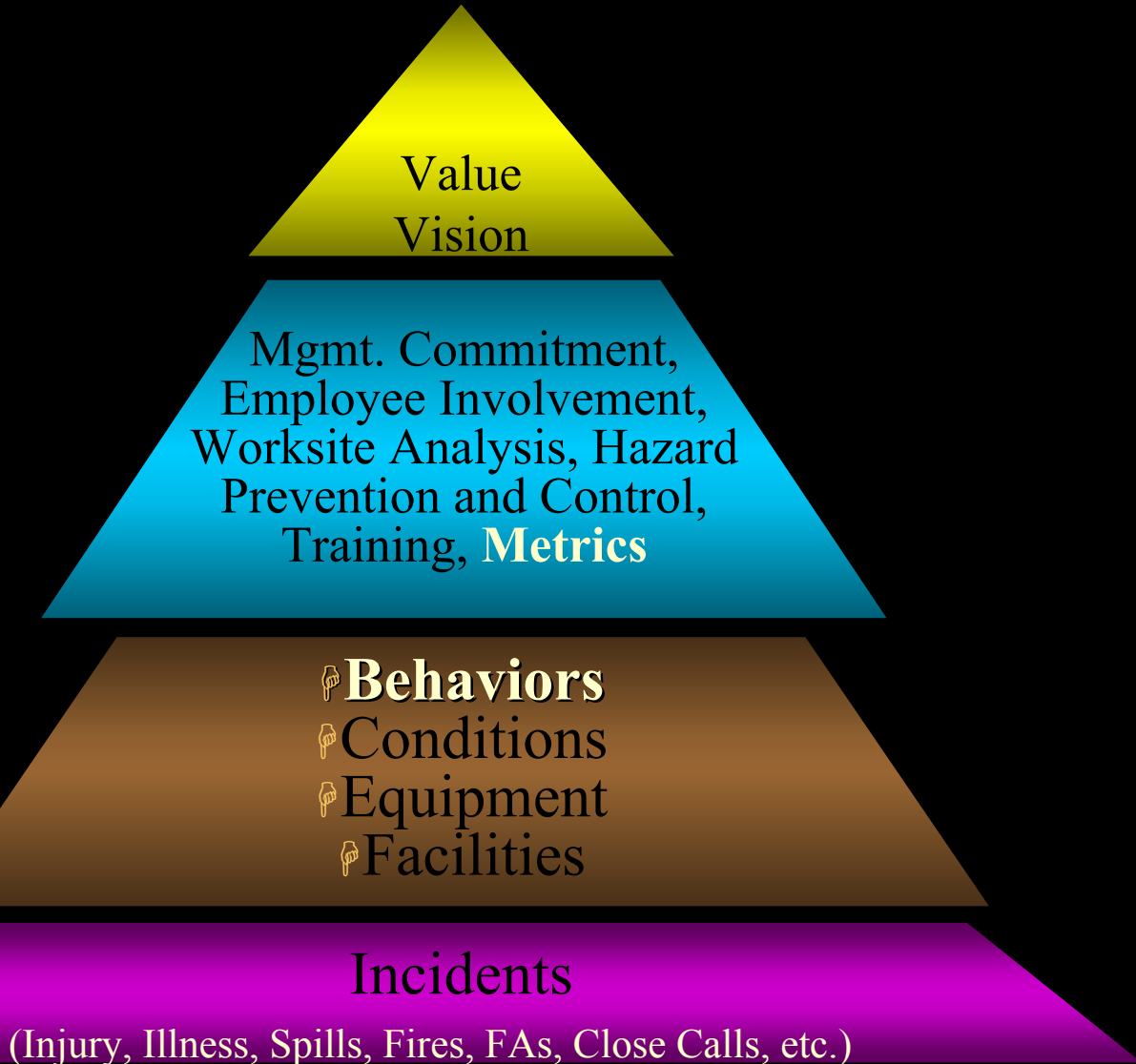
☆ **Management System**



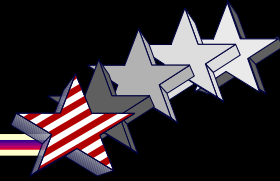
☆ **Exposure**



☆ **End Points**



What are Management Systems?



How does Webster define a system?

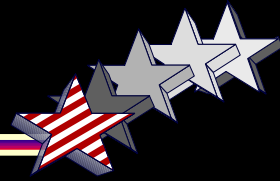
Process

“A series of actions, changes, or functions that bring about an end or result. To put through the steps of a prescribed procedure.”

System

“A group of interacting, interrelated or interdependent elements forming or regarded as forming a collective entity.”

OSHA's S&H Management System



Health and safety management systems have been defined in OSHA's Program Management Guidelines.

- ☆ Management Commitment
- ☆ Employee Involvement
- ☆ Worksite Analysis
- ☆ Hazard Prevention and Control
- ☆ Personnel Training

Federal Register Vol. 54, No. 16 1/26/89

OSHA's Program Management Guidelines

MANAGEMENT

Leadership

- Protection
 - S & H Policy
 - Goals
 - Objectives
- Commitment
- Planning
- Written Programs
- Visible Management Leadership
 - Responsibility
 - Resources
 - Accountability
- Contract Worker
- Annual Program Evaluation

Employee Involvement

- (Committees)
- Encouragement
- Involvement

WORKSITE ANALYSIS

- Pre-Use Analysis
- Baseline Surveys
 - Comprehensive
 - Industrial Hygiene
- Hazard Analysis
- Inspections
- Employee Concerns
- Incident Investigation
- Trend Analysis

HAZARD PREVENTION & CONTROL

- Control Systems
 - S&H Rules and Discipline
 - Written Procedures
- Hazard Correction Tracking
- Maintenance
- Occupational Health Care
- Emergency Preparation
- Hierarchy
 - Engineering
 - Administrative
 - Work Practice
 - PPE

TRAINING

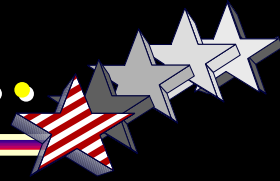
- Employee
- Supervisor
- Manager

25 Elements - 7/24/2000

Metrics for Success



Performance Measures (Metrics) Are...

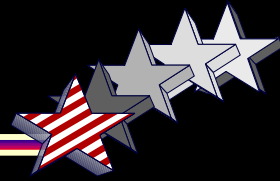


- ☆ Results
- ☆ Scorecards
- ☆ Tracked Against Some Goal or Objective
- ☆ Measure of Accomplishment

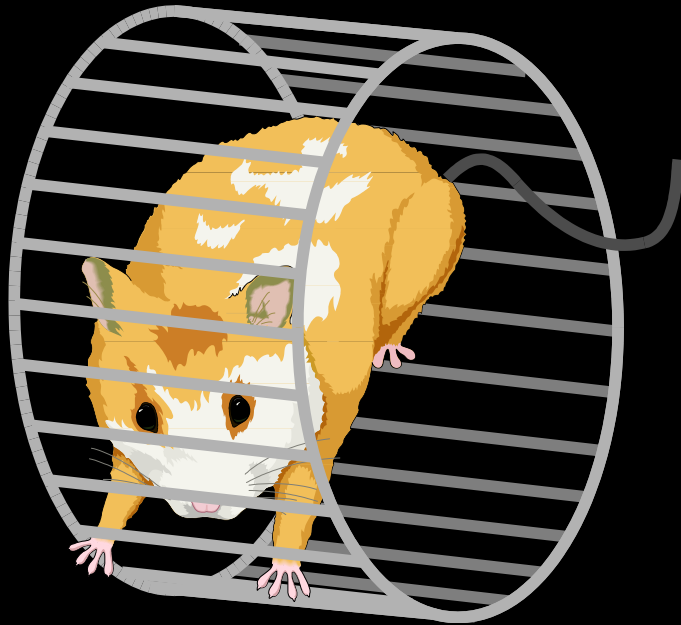
... And We Measure Because

- ☆ Motivation
- ☆ Feedback
- ☆ Allows Performance to be Changed

Do We Measure Progress or Activity?

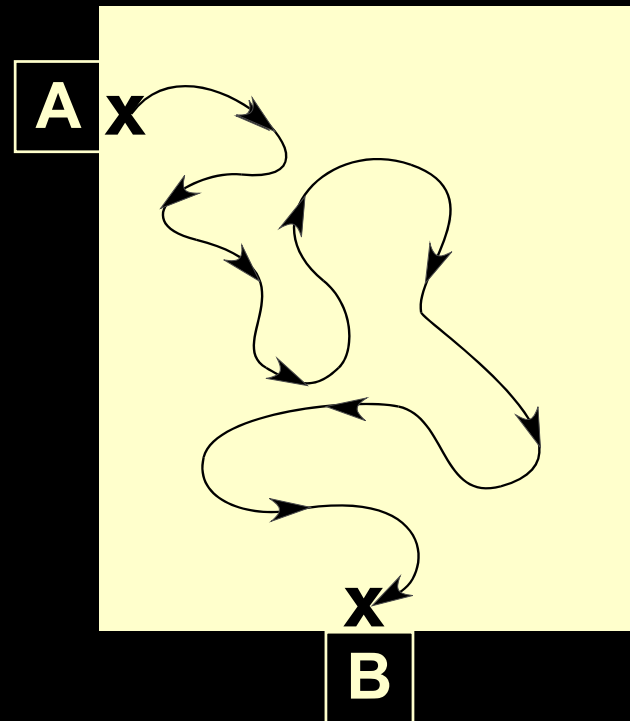


Activity
(good)



“or”

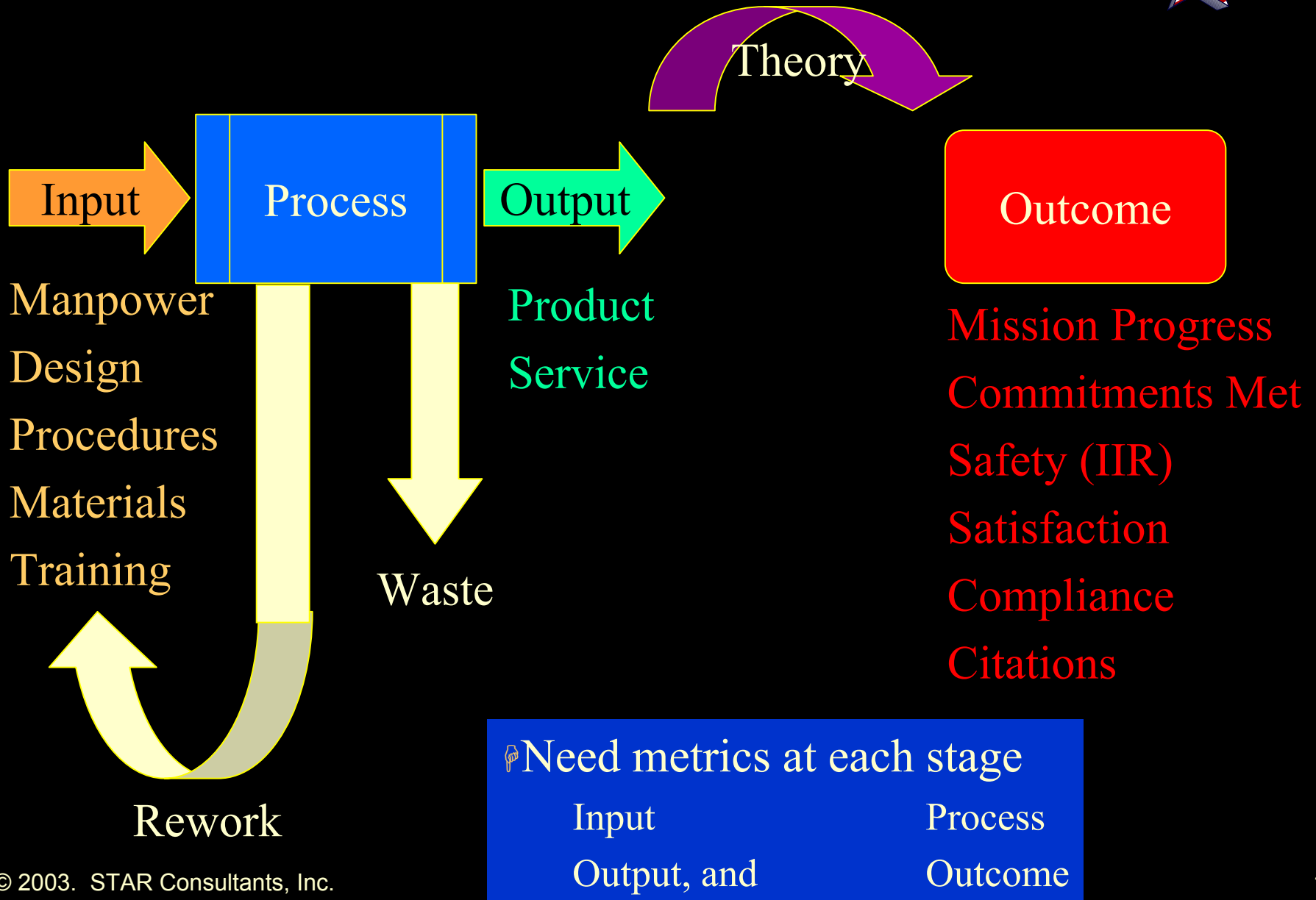
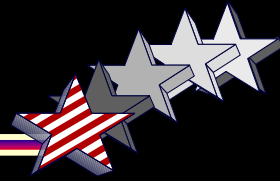
Progress
(better)



The Committee held 12 meetings

The Committee implemented 10
corrective actions.

Process and Outcome



Key Principles of Effective Measurement

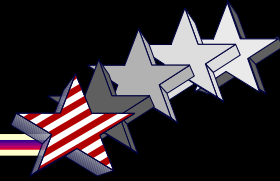


- ☆ Measure Results, not Activities
- ☆ Must be Visible
- ☆ Must be Kept Current
- ☆ Provides Feedback
- ☆ **Must be Compared to Something**
- ☆ Is Shown in Context
- ☆ Uncluttered
- ☆ At the Point of Work
- ☆ Realistic and Attainable Goals
- ☆ Don't Change Often
- ☆ **Result in Action Plans**

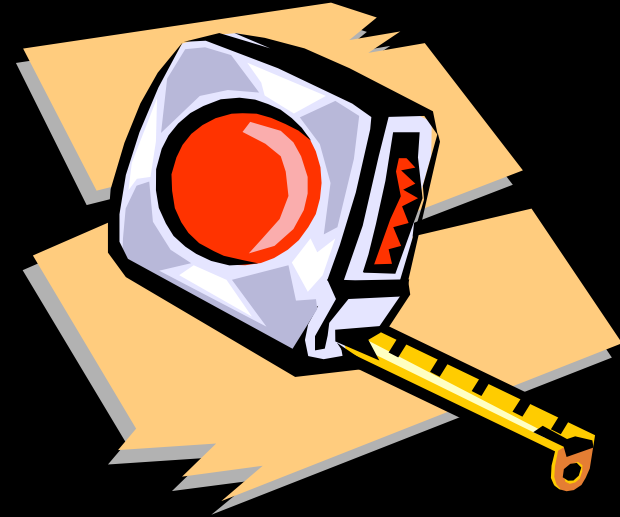
Critical Metric Concept

Performance Measurement: Society
for the Advancement of Safety and
Health, 1998

Critical Metric



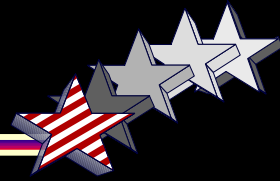
☆ “What Gets Measured Gets Done.”



☆ “What Gets Celebrated Gets Done Well.”

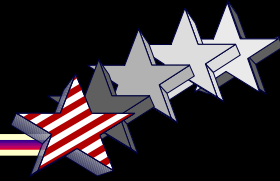


Marketing and Safety



Target Audience	E.g., Drivers between the ages of 18-25
Collecting Data	<p>Data Analysis</p> <ul style="list-style-type: none">★ Compared to other similar demographics★ Historical trends★ Compared to other age groups
Designing a Product	Typically a Program
Packaging	Implementation Strategy

Marketing and Safety (cont)

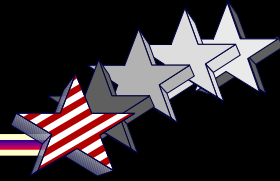


<p>Communication</p> <ul style="list-style-type: none">✧ Need✧ Value✧ Process✧ Motivation	<p>Three times, three ways: Periodically</p> <ul style="list-style-type: none">✧ Readiness? Preservation of Resources?✧ Reality? Peers? Family?✧ Communication is both ways✧ Rewards?
<p>Feedback</p> <ul style="list-style-type: none">✧ Results – correlation✧ Customer continuance	<p>Continual Motivation</p> <ul style="list-style-type: none">✧ Activity/Process Metrics✧ Visible and Updated Metrics

What is the VPP?



Management Commitment



☞ Critical to Success

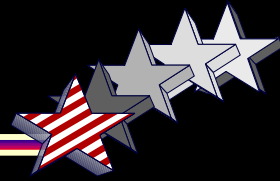
- ☞ Measurable objectives, not just goals, for
 - ☞ Drivers
 - ☞ Teams
 - ☞ Leaders
- ☞ Delivery by leaders and peers, periodically, for
 - ☞ Program
 - ☞ Metrics
 - ☞ Lessons Learned
- ☞ Accountability/Recognition
 - ☞ Individuals
 - ☞ Teams
 - ☞ New Action Plans

MANAGEMENT

- **Protection**
 - **S & H Policy**
 - **Goals**
 - **Objectives**
- **Commitment**
- **Planning**
- **Written Programs**
- **Visible Management Leadership**
 - **Responsibility**
 - **Resources**
 - **Accountability**
- **Contract Worker**
- **Annual Program Evaluation**

Visible leadership throughout, not just delegation

Employee Involvement



☞ Critical to Success

- ☞ Data Collection and Analysis
- ☞ Program Development
- ☞ Pilot Process
- ☞ Perception Surveys
 - ☞ Initial
 - ☞ Throughout
- ☞ Delivery
- ☞ Suggestions
- ☞ Inspections/Observations
- ☞ Involvement Metrics
- ☞ Recognition Awards

EMPLOYEE INVOLVEMENT

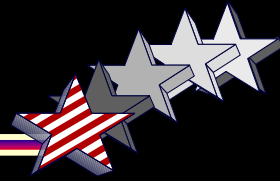
- (Committees)
- Encouragement
- Involvement

Developing ownership vs. just
involvement

Games

Involve Family

Worksite Analysis



☞ Critical to Success

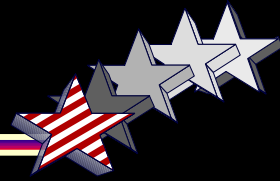
- ☞ Data Collection, What Data?
- ☞ Data Analysis
- ☞ Comparisons and Benchmarking
- ☞ Periodic Observations
- ☞ Suggestion Collection, Publicity and Feedback
- ☞ Continuing Data Analysis, Progress Reports

Regular presentation of data and analysis







WORKSITE ANALYSIS

- **Pre-Use Analysis**
- **Baseline Surveys**
 - **Comprehensive**
 - **Industrial Hygiene**
- **Hazard Analysis**
- **Inspections**
- **Employee Concerns**
- **Incident Investigation**
- **Trend Analysis**

Hazard Prevention and Control



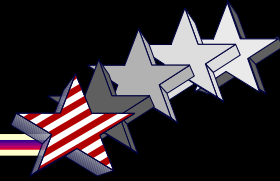
Critical to Success

-  Clear Written Program
-  More Encouragement, Limited Discipline
-  Track Data
-  Do Something about the Inspection/Observation Data
-  Develop Multiple Control Options
-  Observe and Test Realism

Realistic, meaningful and measurable controls

HAZARD PREVENTION & CONTROL

- **Control Systems**
 - **S&H Rules and Discipline**
 - *Written Procedures*
- **Hazard Correction Tracking**
- **Maintenance**
- **Occupational Health Care**
- **Emergency Preparation**
- **Hierarchy**
 - **Engineering**
 - **Administrative**
 - **Work Practice**
 - **PPE**



☞ Critical to Success

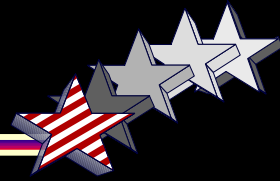
- ☞ Communicate three ways, three times; periodically
- ☞ Communicate peer to peer, using specific examples
- ☞ Develop lesson plans
- ☞ Collect evaluation feedback on instructors/communicators
- ☞ Deliver roles and responsibilities at each level, using the above

TRAINING

- **Employee**
- **Supervisor**
- **Manager**

Develop and implement a training process,
rather than program

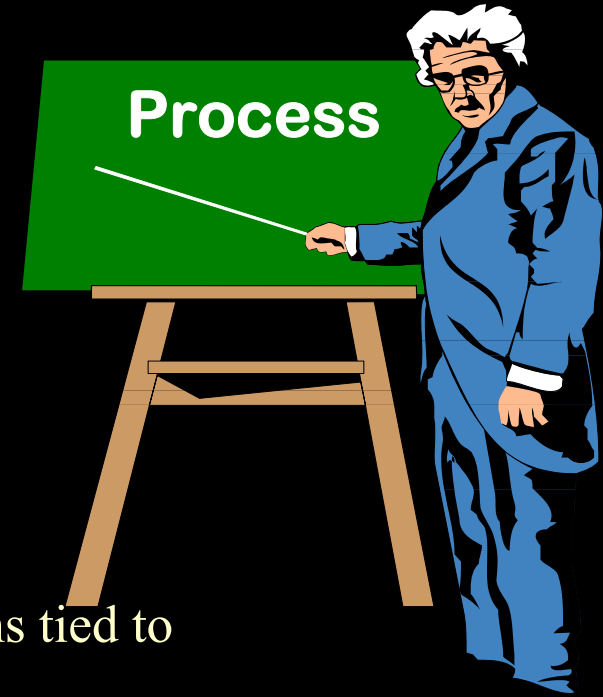
Why Do Most Fail?



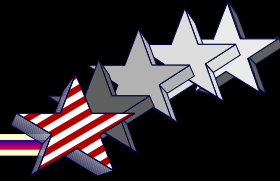
- ☆ Not Measurable
 - ✱ (e.g., Improve employee involvement, no target)
- ☆ No Relationship Between Data and Plans
 - ✱ (e.g., most accidents are returning to base, yet emphasizing PPE)
- ☆ Measures Activities
 - ✱ (e.g., Training was accomplished, but ineffective)
- ☆ Subjective
 - ✱ (e.g., Above average performance, without defining average)
- ☆ They Are a Secret
 - ✱ (e.g., Only known by program administrators, no line comand ownership)
- ☆ Not Attainable
 - ✱ (e.g., 0 injuries)
- ☆ Competing Incentives
 - ✱ Start time and return time the same

Why do Most Succeed?

- ☆ Measured Regularly
 - ✿ (e.g., Part of monthly production meetings)
- ☆ Reported Publicly
 - ✿ (e.g., Posted and presented to all workers)
- ☆ Measured at Line Management
 - ✿ (e.g., Department and Division Levels)
- ☆ Part of Performance Appraisal/Bonus
 - ✿ (e.g., Audit scores/improvements/implementations tied to % of raise/bonus, not just rates)
- ☆ Tracks Objectives, Not Just Goals
 - ✿ (e.g., did meeting a goal have anything to do with meeting your accomplishments?)



Summary



- ☆ Do we understand what the data is telling us?
- ☆ Do we have the necessary elements of a safety management systems in place?
- ☆ Do we have a method to understand marketing needs (current reasons for behavior)?
- ☆ Do we have a way to measure changes in behavior as well as accident rates?
- ☆ Do we have the right programs, given our audience?
- ☆ Do we have a plan for education and training?
- ☆ Do we have a plan for involvement?
- ☆ Are we measuring the right data?